Project Management Fundamentals

What is the value of project manager?

- PM enables focus on the business goals of the project.

- PM provides a focal point for project responsibility and leadership.

- PM maximizes the creative and innovative capacities of each team member.

- PM provides a dashboard for key information and visibility to project metrics.

- PM ensures a project is "in line" with other projects in a company's infrastructure.

What is a Project Manager?

A person, who wears many hats and juggles many balls

i'm all in

- Person with the authority to manage a project.

- 100% responsible for the planning, control, execution and closing processes to manage the project.

- Responsible for accomplishing the stated project objectives.

- Central point of contact for all project communications.

- "Change Agent" for the project.

- Perform issue and risk identification and remediation.

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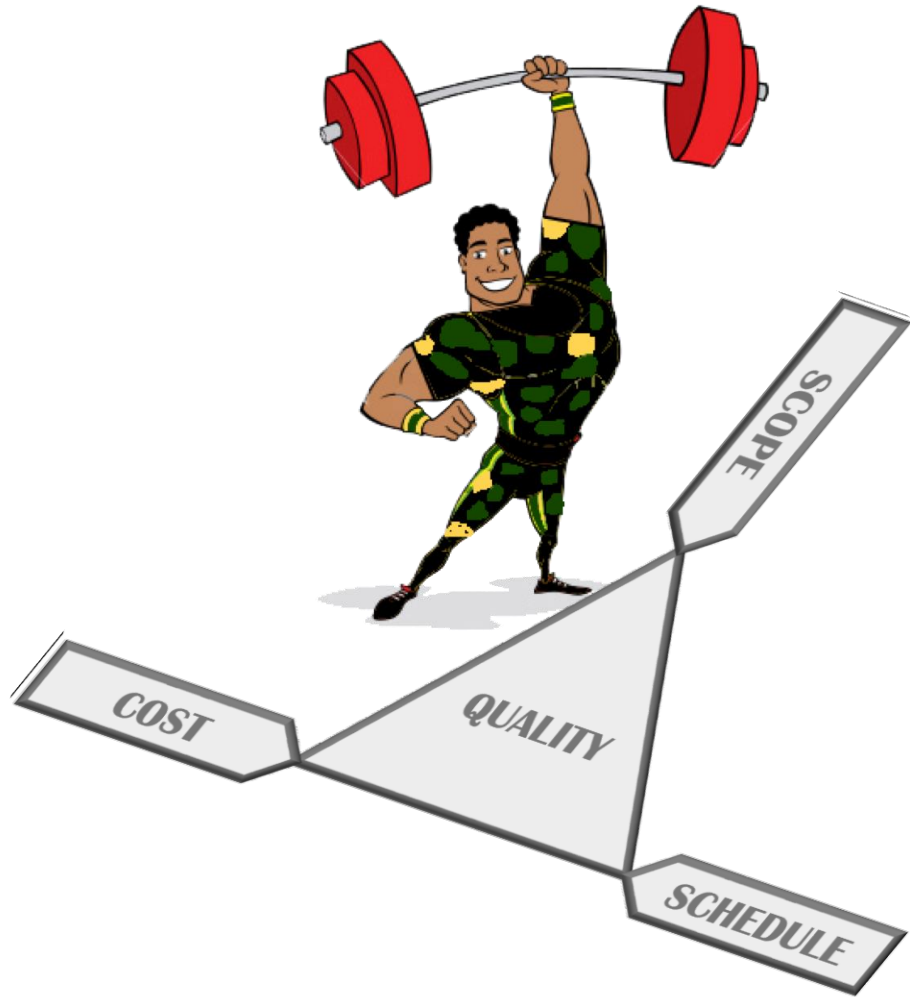
Managing the constraints of cost, time, scope and quality

- Scope: What the customer wants the system to do.

- Schedule: When your customers need their new system.

- Cost/Estimate: What can they afford or are willing to spend.

Key Responsibilities of a Project Manager

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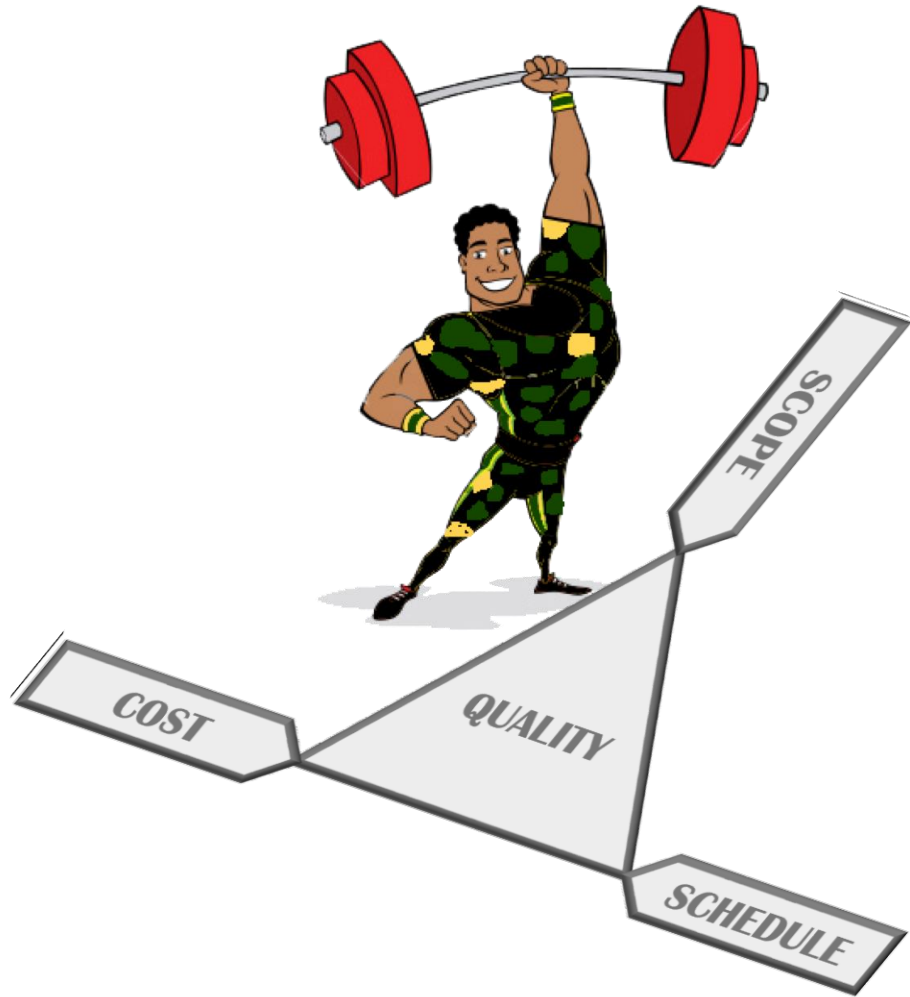
- Developing the project plan
- Managing the project stakeholders
- Managing the communications
- Managing the project team
- Managing the project risk
- Managing the project schedule
- Managing the project budget
- Managing the project conflicts
- Managing the project delivery

Key Skills of a Project Manager

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❑ **Hard Skills**

| Business | Process | Technical |

❑ **Soft Skills**

| Communication | Leadership/ People | Customer Service |

Key Attributes of a Project Manager

Ownership	Integrity	Effective Communication
People person	Process Oriented	Ability to Stay Focused

"None of us is as smart as all of us." – Ken Blanchard

- A group of people working for or with you on your project. A project team often includes people who:
  - ➢ Don't usually work together.
  - ➢ May be from different organizations.
  - ➢ May cross multiple geographies.
- The hard and soft skills of each person.
- The critical roles and good relationship between people.

Project Team Resources:
- As a PM you may have resources that **report** to you.
- They may work directly for you. Or they may work for another manager, but are assigned to you.
- They may be full-time or part-time.
- Your team will likely be a hybrid of resources.

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GOOD

- Positive attitude.

- Highly motivated.

- Moderate aptitude.

- People oriented.

- Attention to detail.

- Process oriented.

- Good communicator.

NOT GOOD

- Always breaks the rules.

- Not a team player.

- Prefers tech over people.

- Not schedule driven.

- Do not like to write/document.

- Avoids ownership.

- Self interests vs. company interests

What is a Project?

- A **temporary group** activity designed to produce a **unique** product, service or result.

- A project has a defined:
  - Beginning time
  - Ending time
  - Defined scope (or list of tasks)
  - Assigned resources

- A project is **unique** in what it is <u>not</u> a routine operation, but a set of activities designed to **accomplish specific business goal(s)**.

Project Life Cycle
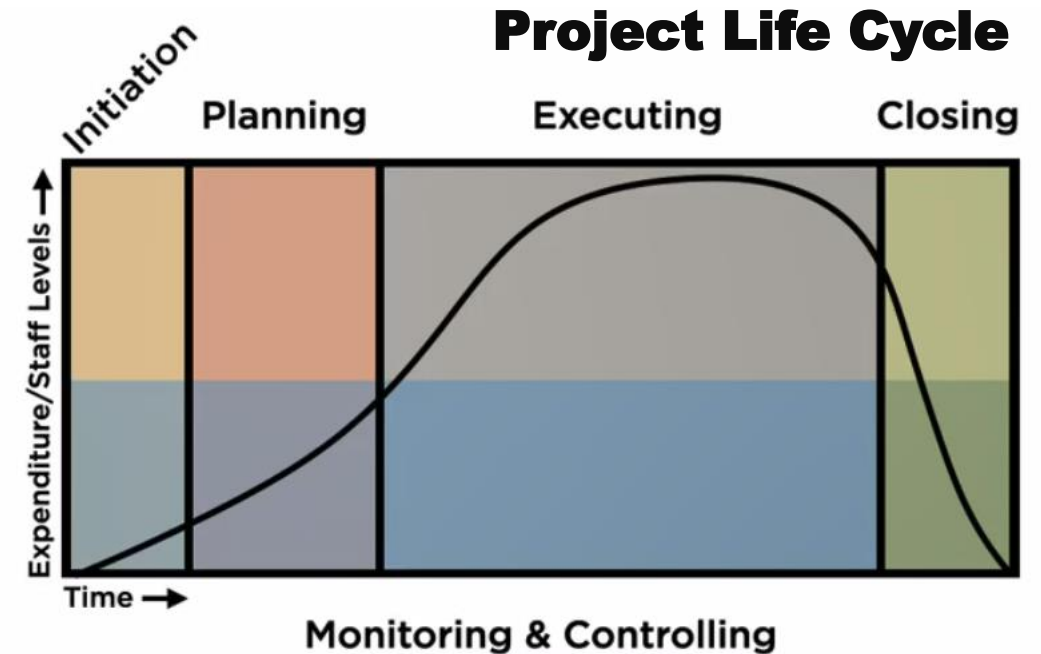
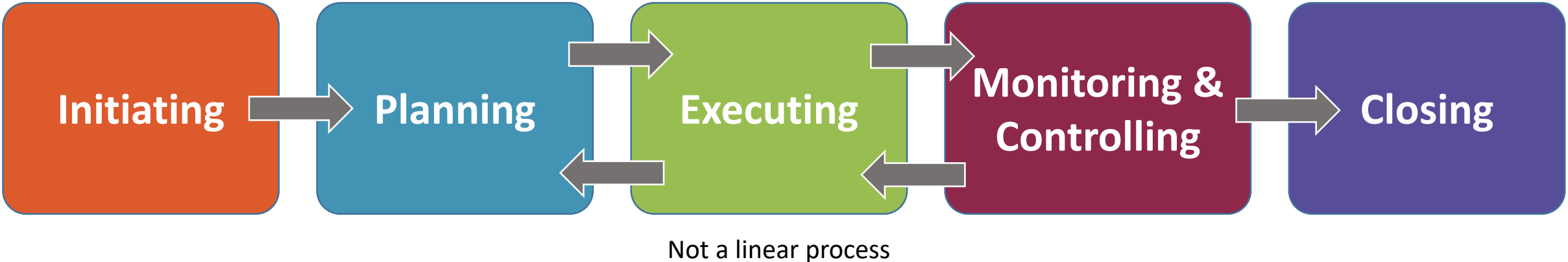**In short: Project management is the process of managing projects**

The project management is to utilize your management, technical and leadership skills in order to apply to:

- **Planning**
- **Organizing**
- **Controlling**
- **Implementing**
- **Leading**
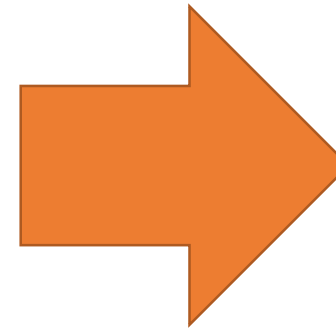
the activities of a project to meet the project's goal.

Project Management Life Cycle

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Defined by ISO 21500 (GPMP) and PMBOK Guide 6th Edition

| Initiating | → | Planning | → | Executing | → | Monitoring & Controlling | → | Closing |

Not a linear process

Knowledge Areas (Managed Subjects)

4. Project Integration	5. Project Scope	6. Project Schedule	7. Project Cost	8. Project Quality
9. Project Resources	10. Project Communication	11. Project Risk	12. Project Procurement	13. Project Stakeholder

M&C Project Management Processes (Developing)

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MANAGED SUBJECTS	PROJECT MANAGEMENT PROCESS GROUPS				
	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration	*10. Proposals and Estimates* *11.Initiating project*	20. Creating project policies 28. Creating project plans	31. Managing project work 32. Managing configurations	41. Monitoring and controlling project work 42. Change control	51. Closing the project
Scope		22. Creating project WBS			
Time		23. Creating project schedule			
Cost		*28. Develop project budget*		*46. Monitoring project budget*	
Quality		26. Creating quality plan	35. Managing quality	43. Monitoring quality	
Human resources		25. Defining project organization	33. Training the project team		
Communication			34. Managing communication		
Stakeholder					
Risk		24. Planning Risk Management	35. Managing risk responses	44. Monitoring risks	
Procurement		27. Planning procurements		45. Managing procurements	

Why Are Project Challenging?

- Never been done before

- Various needs and expectations

- Communication challenges

- Balancing scope, cost, schedule

- Creative and innovative focus

- Organizational huddles

- Stakeholder collaboration

- Requirements and estimates

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Be Prepared, Plan Ahead

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What can go wrong

- Project misaligned with business
- Lack of stakeholder engagement

- Poor communications, confusion
- No time, no support for planning

- Poor and changing requirements

- Poor estimates/changing budgets

How to fix

- Validate project with stakeholders
- Gain acceptance, continuously validate
- Use a project communication plan
- Educate management on value of planning
- Perform solid requirements analysis
- Use an estimating process/change management process.